

## APPENDIX II

### TOOLS FOR IMPLEMENTATION: OBJECTIVES AND OUTCOMES

#### I Community Education, Engagement and Planning Program

##### OBJECTIVE

To educate the public – including developers, investors, residents and property owners – about the concept of TOD and its potential for application in their community. To give members of the community the information, training, and resources they need to meaningfully participate in planning, design and development decisions in their communities. To expand the dialogue about TOD to include grassroots neighborhoods, agency staff, Council members, and regional partners.



##### NECESSARY PARTNERS IN PLANNING AND IMPLEMENTATION

- WMATA
- WRN
- ANC/civic associations
- Neighborhood business Associations/BIDs
- Community Development Corporations
- Issue advocates (affordable housing, smart growth, environmental groups etc.)
- Churches
- Seniors
- Schools
- Tenant associations



## **SPECIFIC PRODUCTS**

- TOD community design workshop in three TOD typology communities
- TOD community workbook and CD
- Community outreach and training (civic associations, ANCs, etc.)
- Newspaper columns, Op Eds, reporter's press kit
- Community resource book – mitigating the impacts of TOD

## **TOD COMMUNITY DESIGN WORKSHOP**

A community design workshop is currently scheduled for mid- to late-February. This workshop will be organized and led by a professional design team. The workshop will explore the good, the bad and the ugly associated with TOD. The goal of the workshop is to determine some basic design concerns and criteria and to give neighborhood residents the knowledge they need to consider different design alternatives and understand how higher density developments can be seamlessly and appropriately integrated into their community.

## **TOD COMMUNITY WORKBOOK AND CD**

Likely arising out of the community design workshop will be a Community Design Workbook in both digital and paper format. This workbook will allow residents and community leaders to conduct their own mini-design evaluations and present various design typologies and alternatives to their neighbors and stakeholders. The workbook could include tools such as Community Visual Preference surveys and other proven tools.

## **COMMUNITY AND AGENCY STAFF OUTREACH AND TRAINING**

In conjunction with local advocacy groups, such as Washington Regional Network, the District will pursue activities to reach out to and educate ANC Commissioners, other community leaders, and District government employees who may have responsibility for reviewing proposed TOD developments. The scope of work will include organizing meetings and developing training material and presentations.

## **NEWSPAPER COLUMNS, OP EDS, REPORTER'S PRESS KIT**

Both the major regional newspapers as well as local periodicals offer a tremendous opportunity for communication and education. An important product will be to develop a "reporter's press kit" to provide reporters with leads on stories and key interviewees, basic information on TOD and neighborhood development, and other items of interest. In addition, government officials, neighborhood reporters and community activists will be contacted and encouraged to regularly submit editorial pieces or comment in regular columns about TOD and its application in the District.

## COMMUNITY RESOURCE BOOK – MITIGATING THE IMPACTS OF TOD

Based on initial reaction from the community focus group, most community residents are open to and even encouraging of TOD – however they are deeply concerned about what secondary impacts may arise as a result. Community leaders themselves pointed out that programs currently exist that would help to mitigate these impacts – programs such as HPAP, senior homestead exemptions, traffic calming, and others. However these programs are poorly advertised and are not connected to neighborhoods at the time new development is being contemplated. A Community Resource Book that addresses the various negative impacts that may arise – constrained parking, rising home prices, etc. – and identifies programs and contact people that can help to mitigate these impacts would be a tremendous resource and help build support for TOD while addressing equity concerns.



## II Transit Oriented Development Zoning and Design

### OBJECTIVE

To maximize transit resources by encouraging a mix of uses and increased densities around Metro stations and bus corridors while requiring a high quality of design and increased neighborhood amenities.

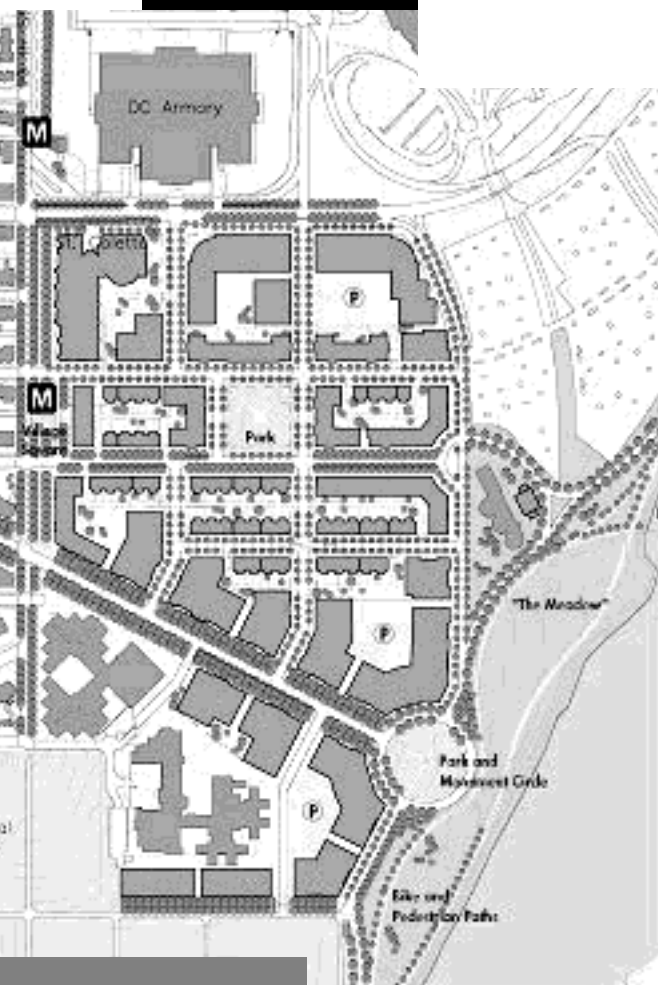
A TOD overlay zone can be used to implement design standards and encourage compact and diverse development. Combined with zoning map changes made in accordance with the Comprehensive Plan and small area plans, the TOD overlay could appropriately guide development. Flexibility in use and area provisions that would encourage development that meets TOD goals could be provided. Once the Comprehensive Plan has been amended and small area plans are completed a zoning map amendment could be prepared to implement the zoning aspects of the plan.

### TOD AREA DESIGN STANDARDS

Design standards are a critical part of ensuring that TOD responds to and integrates with the surrounding community. Design standards provide a significant level of comfort to neighborhood residents to ensure that development is of a quality and standard that is appropriate to their concerns.

It would be difficult to impossible to create a standard for design that would be universally appropriate to all neighborhoods of the District. Therefore it is recommended that a variety of design typologies with associated design standards be developed (perhaps 6-8 different scenarios). Using these basic typologies, communities can determine which one(s) most closely reflects their neighborhood and community objectives. Once standards are selected and adopted they can be adopted in the code as a guide to evaluating development in the TOD Overlay Zone prior to the completion of an in-depth small area plan.

... implement design  
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## RECOMMENDED PROVISIONS

- 80% minimum density of underlying zoning
- Buildings oriented to the streets' edge
- Sufficient, efficient and attractive pedestrian and bicycle accommodations designed to give priority to non-motorized modes and access
- Exclusion of predominantly auto-oriented uses including drive-thru services, gas stations, and surface parking lots
- Citizen process to identify design standards appropriate to neighborhood conditions from among standard TOD design typologies – (i.e. cannot do design workshop for every station area, standard design requirements are not appropriate to all stations, therefore create “pre-fab” design typologies to include in overlay for particular station areas – selected through community input, comment and review process standard to zoning map amendments)
- Flexibility in use and area provision

## ANTICIPATED OUTCOMES

- Intensification of development around metro stations
- Walkable mini-town centers for neighborhoods with transit areas

## PROCESS FOR IMPLEMENTATION

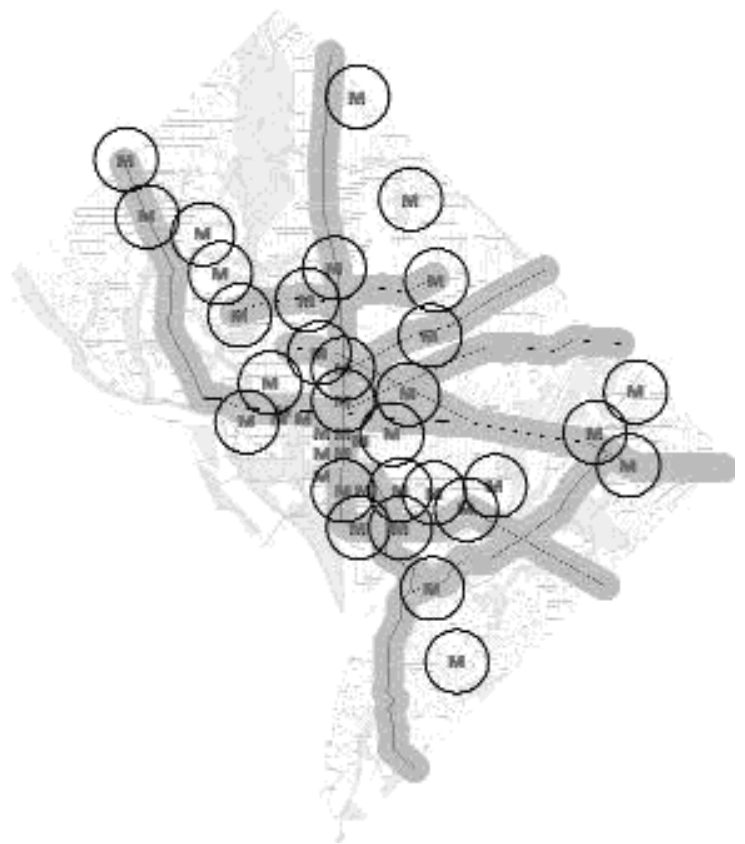
- Identification and/or insertion of transit-oriented development objective in the city-wide Comprehensive Plan amendments of 1998 and/or 2002
- Expand functional classification of streets to designate streets as “transit corridors,” “auto commuter corridors”, “multi-use” (transit and commuter routes), “neighborhood,” or “pedestrian/bike only” (or some similar classification scheme to determine which roads to include in “major transit corridor” designation)
- Definition of transit areas (i.e. 1250 feet from a Metro station and/or 800 feet from a designated transit corridor)
  - Definition of proposed zoning overlay and provisions
  - Zoning staff report and set down
  - Zoning amendment review process

### III Transit-area Plans and Defined “TOD areas and corridors”

Currently the Comprehensive Plan and associated maps identify only “transit opportunity areas.” These areas are very general and lack specific geographic boundaries. To help guide public and private actions it is necessary to have a more precise definition of what and where these transit-opportunity areas, or TOD areas, are. For zoning purposes the definition will need to be very specific (i.e. lot and squares identified). For other applications, such as LEMs, the area can be more general (i.e. 1250 feet from a transit station or 800 feet from a transit corridor).

One of the most important decisions in developing TOD strategies (like an overlay zone) will be geographically defining where it should they be applied. Communities with TOD overlay zones like Portland and Seattle have paid careful attention in determining zone boundaries to guide development to where it is desired and keeping it away from where it isn't. Consequently a one-size fits all approach (such as applying planning rules of thumb that TOD zoning should apply to areas within 1,300 feet of a station) needs to be avoided. Considerations in defining where to apply TOD overlay zone in the District include:

- Existing land use – Does the area have “TOD-friendly” land use patterns already in place? Is the area emerging as a TOD opportunity? Is this a stable neighborhood where intensification maybe inappropriate?
- Plans for the future – What is the community’s vision for the future? How is the area expected to evolve and change over time?
- Transportation system – Is the area within an easy walk of a Metrorail station or a major bus corridor? Is this an area where future transportation improvements are planned?
- Opportunities for Synergy – Can multiple objectives be met (Affordable housing, increased ridership, complement community objectives ...)?





## TRANSIT-AREA PLANNING OBJECTIVE

To create detailed, community-based plans for specific transit opportunity areas, then redirect District and private sector resources to these priority areas to attract and direct development proposals and bring about appropriate and desirable physical (economic and social) change within 2 to 8 years.

## SPECIFIC ACTIONS

- Prioritize transit station areas and corridors for small-area planning
- Small area plans including land use, zoning, and market analysis; community priorities; urban design recommendations; and implementation plan
- Commitments for or leveraging of public investments for (a) incentives and/or compensation for affordable housing; (b) public amenities for recreation, civic spaces, infrastructure improvements, etc.; or (c) development incentives in underserved areas.

## ANTICIPATED OUTCOMES

- Community involvement in plan design and implementation
- Developer predictability in project development and implementation
- Quality, appropriate design and development to promote public priorities
- Attraction of development to priority transit areas

**With 39 Metro stations and scores of major bus stops and transit corridors it is essential for the District to focus it's efforts and resources in strategic priority areas.**

## IV Priority Preference, Targeted Incentives and TOD Streamlined Permitting

### OBJECTIVE

At many Metro stations (Anacostia for example) TOD is unlikely to happen without significant incentives. At other stations no incentives are necessary. Many of the necessary tools to realize broader implementation of TOD in the District are already in place. With 39 Metro stations and scores of major bus stops and transit corridors it is essential for the District to focus it's efforts and resources in strategic priority areas. Transit areas in emerging and transitional areas are most likely to garner the greatest return on investment and take advantage of the transit resource with a limited investment from government. The District can also incentivize the implementation of transit-oriented development projects that meet both District and neighborhood criteria for quality by easing and accelerating permitting through a streamlined review process.

## SPECIFIC PRODUCTS OR ACTIONS

- Development checklist
- Agency staff training
- Multi-agency TOD review and permitting staff and contacts
- One point-of-contact for TOD development
- Case studies from other jurisdictions
- Marketing materials to publicize services
- Identified priority transit areas to receive priority for existing incentives (low income housing tax credits, TDRs, etc.)
- Identified areas for targeted land acquisition, assembly, packaging (with WMATA parcels), and disposition around priority transit areas



## V Targeted Amenities for TOD areas

### OBJECTIVE

Many neighborhoods resist new development. Often times this is because they are afraid the development will change the things they love most about their neighborhood – its character, convenience, or comfort. To the contrary, however, increasing the level of activity in a neighborhood often enhances these characteristics neighborhood residents value most by making neighborhoods stronger and safer with more opportunities for new and existing residents. However, to assure these benefits, other amenities area also needed including parking strategies, affordable housing tools, infrastructure improvements, and easy access to information.



## SPECIFIC PRODUCTS OR ACTIONS

- Provide community with parking, pedestrian , transit access plans, and traffic studies of transit areas
- Support and encourage car-sharing programs near transit to reduce parking pressures
- Develop and implement innovative parking and pedestrian solutions near transit
- Install bicycle lanes Install bicycle lanes to link with traffic calmed streets, forming continuous networks for safe cycling within a mile of all transit stations, with guarded bicycle parking facilities and bicycle service centers ("Bikestations") and other amenities.



- Create a pedestrian coordinator (similar to bicycle coordinator) to plan/implement pedestrian amenities, routes, and linkages
- Provide or seek resources for safe corridors to TOD and transit areas
- Promotion, outreach, and targeting of existing services /programs to maintain affordable housing for existing residents
- Provide DC government employees with Metro Checks and promote Commuter Choice benefits for all employers with new incentives and marketing.
- Promote employer-assisted or employer-provided housing near transit and incentives available for such
- Develop and promote Location-efficient mortgages (LEMs) in combination with other employer-assisted or government assisted home purchase programs

## VI Federal, Private and Regional Partnerships for Transit-Oriented Development

### OBJECTIVE

The benefits of a TOD strategy extend well beyond the District. Likewise implementation of the strategy requires policy and financial participation by the District's federal and regional partners. What can the District do to influence how the Federal government site its facilities?

### SPECIFIC ACTIONS

- Modification/updating of WMATA's Joint Development program to assure it will be complementary of the District's TOD objectives
- Ensure that COG regional air quality model accurately reflects impacts from land use change enhancement to pedestrian and bicycle environment, transportation pricing incentives, and induced travel effects of transportation investments, including TOD investments vs. new roads.
- Develop strategy to leverage existing Executive Order that requires downtown development for many federal agencies and commissions.
- District of Columbia live-near-where-you-work program and incentives -
- Regional land use and development modeling tool, application and coordination with regional partners





- Develop sub-regional allocation of motor vehicle emission budget in State Implementation Plan for air quality and create regional transportation emission reduction strategy funding pool, with contributions from each jurisdiction based on per capita emissions and population, making funds available to agencies offering least-cost emission reduction strategies and investment opportunities, including support for TOD.
- Form urban caucus within Transportation Planning Board to develop pro-TOD strategies and serve as counterweight to the Maryland and Virginia caucuses within TPB which fail to represent the District's interests.

#### **PILOT PROGRAM: FEDERAL-DISTRICT LIVE-NEAR-YOUR-WORK PROGRAM**

The District government can achieve multiple city goals in creating incentives for their employees to live near their work or near transit resources that easily connect them with their workplace. Trips between work and home constitute roughly 20 percent of all trips made by households, and therefore represent a significant opportunity to shift household mode choice from private vehicles to public transit or walking. By creating incentives for employees to live near their work and/or near transit resources that connect them with their workplace, the District government is working towards repopulating the District, providing an example for other employers, while also playing a direct role in improving the region's use of its transit resources.

A similar opportunity exists with respect to expanding support for transit-oriented development, and creating stronger links between it and residential choices. District resources can be leveraged to lower the cost of purchase for homes near work or near transit connections to work by providing targeted incentives for down payment assistance or mortgage rate discounts. This assistance can come in the form of direct grants, forgivable loans, guaranties to lower mortgage interest rates, direct financing through tax-exempt bond issuances, or agreements with lenders to reduce the rates of mortgage financing in exchange for expanded business with federal partners.

The role of states in supporting this type of activity elsewhere is instructive. The New Jersey Housing and Mortgage Financing Agency (NJHMFA) established the first state-supported employer-assisted housing program in the country in 1989. The agency raised \$23 million through the sale of tax-exempt bonds to fund a pilot program. This program – Home Ownership for Performing Employees (HOPE) – was carried out in partnership with 300 employers throughout the state, including ATandT (the state's largest employer at the time). HOPE provided a below-market first mortgage with a guarantee by the employer of 20 percent of the mortgage for the first five years. This guarantee enabled the



employee to obtain a zero down payment loan for the entire cost of the house. The State of Connecticut employs a different approach, offering a dollar-for-dollar reduction of state taxes to companies offering housing benefits to their employees. Finally, the State of Maryland offers direct grants for down payment to homebuyers through their "Live Near Your Work" program. Participating employers, local governments and each state contribute \$1,000 to create a total down payment subsidy of \$3000.

Cities have offered similar programs at smaller scales, as well. Baltimore, Maryland offers a down payment matching grant of up to \$2500 and a deferred loan of \$7500 to low- and moderate-income city employees. Los Angeles, California provides public safety employees – police officers and firefighters – with a \$10,000 down payment assistance loan and access to below-market mortgage revenue bond financing. Nonprofits have supported these efforts as well, as demonstrated by Select Milwaukee, a nonprofit that works directly with major and smaller employers in the city to offer a small forgivable loan to employees, which is supplemented by a grant and direct technical assistance to buyers from Select Milwaukee.

Recognizing the impact of workers' ability to live near their place of employment, a number of examples exist of private employers collaborating to provide assistance for home purchase near jobs. Fannie Mae has provided employees with a forgivable loan (pending employment for five years) for home purchase for the last ten years; it is estimated that more than 1,300 employees to date have used the program. On a smaller scale, in Santa Barbara, California, 15 public and private employers joined forces with a local lender to offer favorable financing for employees' home purchases in exchange for certain corporate banking arrangements.

The DC Housing Finance Agency (DCHFA) also has pilot employer-assisted housing with George Washington U. and could direct, focus funding to TOD areas, along with DHCD and DCHA, as a matter of city policy and under defined guidelines.

## **PARTNERS**

- Fannie Mae Corporation/Fannie Mae Foundation
- Universities, Hospitals and other institutional anchors
- Federal Agencies
- Financial institutions

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Location Efficient Mortgages (LEM) are a form of conventional residential mortgage, based on qualification criteria that consider proximity to public transportation. In the towns where it is being tested (Chicago, Seattle, Los Angeles, and San Francisco) the mortgage instrument is used for properties within 1/3 mile of a major (light rail, rapid rail, bus transfer) public transportation station. It applies to an applicant family who own one or fewer automobiles, and who covenant not to purchase an automobile within a certain time. Such applicants are credited on their mortgage capacity with an additional \$300 to \$500 per month. For many first-time homebuyers, this makes the difference between continuing to rent and

being able to buy. (This does not require formal participation in the pilot program. In the Schuylkill Valley outside of Philadelphia, several banks have initiated their own LEM program, in concert with a planned heavy rail extension.)

**Strategy** – Define TOD areas that match or encompass the LEM criteria, while discussing the mortgage product with several leading DC area banks. The LEM could be combined with first-time homeowner or homestead support programs, to encourage infill and rehabilitation. It could also be combined with car-sharing, “Station car,” or pre-paid transit passes. While the program has the greatest benefit for lower-income residents, medium income families in the Chicago area and in Seattle, where housing prices near public transportation have risen sharply, have used it.

**Partners** – This must include Fannie Mae, who has committed to providing a secondary market for LEM. Then Bank of America, which is interested in investing in TOD. Also include DC Housing and several banks that have local community ties.

**Resources** – Fannie Mae has provided the most important “resources” in its commitment to provide a secondary market. Additional resources would be provided in the form of borrower/first-time homeowner education, and information from DC Housing about opportunities for infill or rehabilitation or HUD repossessions in the TOD areas.

## VII Transit Expansion and Enhancement

### OBJECTIVE

The District’s transit system (bus and rail) needs to be expanded to better serve the needs of residents. More District residents use buses than use Metrorail. Transit service in the District is of higher quality on radial routes oriented towards the downtown business district than on cross-town routes and routes serving neighborhood activity centers. The District needs improved cross-town transit connections—and a denser network of transit routes in general, including bus and rail services—to link neighborhood centers and Metrorail stations together. The bus and rail systems need increased passenger capacity to accommodate future ridership growth.

### SPECIFIC ACTIVITIES

- DC Rail Transit Expansion Study
- Regional Bus Study
- Core Transit Capacity Study





- District Government Employee Metrochek Program
- Full Implementation of SmartTrip Transit Fare Media
- Improved Transit Marketing—educating potential users of transit availability and benefits

#### ANTICIPATED OUTCOMES

- Double existing transit ridership by year 2025
- Increase coverage of District transit service to include areas presently under served or underserved by transit
- Increase the number of District activity centers and trip origin-destination pairs accessible by transit
- Increase the share of total travel in the District accommodated by transit and reduce the total number of automobile trips in the District

#### TRANSIT EXPANSION STUDY

The District government and WMATA are engaged in a joint study to examine the potential for new rail transit routes in DC over the next 25 years. The objective of the study is to identify corridors where transit expansion will be advantageous primarily for internal circulation of residents, workers and visitors, and for potential development within the District.

The study assumes that light rail is the preferred transit mode for these routes, unless further study indicates that a particular route would be better served by expanded bus or Metrorail service. Light rail transit has the advantage that it can operate on surface streets—in a separate right of way—or underground or on bridges, fueled by clean electric power. Light rail can carry more people than buses, while serving more neighborhood stops than Metrorail. Light rail offers the potential for greater access and circulation in neighborhoods with shorter walking distance between stops than with Metrorail. Light rail also helps to focus development and create convenient, efficient neighborhood centers for TOD.

The study has identified nine corridors for potential rail transit expansion. The three leading candidates for rail transit expansion have been identified as follows:

- Silver Spring to Navy Yard or Potomac Ave Metro Station via Georgia Ave/7th St, NW/SW and M St SW/SE
- Woodley Park to Minnesota Avenue Metro Station via Calvert St, NW, 18th St, U St, Florida Ave, H St, and Benning Road, NE
- Georgetown to New Convention Center via M St, NW



## REGIONAL BUS STUDY

This study conducted by WMATA, with participation by the District, Maryland and Virginia provides the first comprehensive evaluation and restructuring of bus service in the Washington region since WMATA acquired the bus systems of several private operators in the 1970's. Objectives of the Regional Bus Study are to improve the region's combined bus system by rationalizing service, expanding coverage and introducing innovative service concepts; to improve bus facilities and technology; and to enhance the image of the bus system. Goals are to accommodate anticipated ridership growth and to attract additional new riders to produce a doubling of bus ridership by 2025.



One innovation proposed by the Regional Bus Study is the concept of Bus Rapid Transit (BRT), a flexible, rubber tired form of rapid transit that combines station stops, vehicles, methods of service, right of way and Intelligent Transportation Systems (ITS) into an integrated transit system. BRT may include a variety of features to minimize travel time and maximize schedule reliability and passenger convenience. Such features include traffic signal priority for buses, dedicated lanes, limited station stops, automated passenger information systems and enhanced amenities at stations.

Four BRT routes have been identified for the District. These corridors have been selected to complement the Metrorail system, either as rail feeder routes or to serve areas not directly served by rail.

- Friendship Heights to Naylor Road Metro Station via Wisconsin Ave, NW, and Pennsylvania Ave, NW/SE
- McLean Gardens to Congress Heights via Massachusetts Ave, NW, U St, Florida Ave, 8th St NE/SE, and Martin Luther King Ave, SE
- Silver Spring to Minnesota Ave Metro Station via Georgia Ave/7th St, NW/SW, M St, SW/SE, Pennsylvania Ave, Potomac Ave and Minnesota Ave, SE
- Brookland-CUA to Minnesota Ave Metro Station via Michigan Ave, NE/NW, Columbia Road, Connecticut Ave, H St, NW/NE, and Benning Road, NE

Other District bus service improvements have been proposed by the Regional Bus Study, including new routes and extensions of existing routes to serve new transit corridors and to make new transit connections, to improve downtown circulation, and to provide capacity relief for the Metrorail system. Each of these improvements provides new opportunities for TOD along enhanced transit corridors, or at major station stop locations.

## CORE TRANSIT CAPACITY STUDY

The Metrorail and Metrobus systems are approaching their maximum peak period passenger capacity. Constraints are especially stringent in the downtown District core of the transit system. WMATA's goal of doubling ridership by 2025 is consistent with an expected doubling of personal travel in the Washington region by all modes of transportation over the same period. The WMATA goal is established to maintain the existing ratio of transit utilization—or market share—in the region, and to increase the number of people who can travel in major transportation corridors. It is likely that future increases in transit market share will be greater in the District than in outlying suburban areas.

The WMATA Core Capacity Study has identified actions to increase the available capacity of the Metro system, including the following:

- Operation of 8-car trains by year 2006 instead of the maximum 6-car trains operating today
- Increased access to Metrorail stations by additional park-and-ride facilities at stations, and improvements in feeder bus services, pedestrian and bicycle access
- Station enhancements such as additional passenger entrances and pedestrian connections between stations
- Additional interline connections between Metrorail routes to permit greater flexibility in operation of trains between rail routes

The Metrorail and Metrobus systems are approaching their maximum peak period passenger capacity. To the extent that transit ridership encourages and supports TOD, increased transit capacity and passenger volume will provide greater inducement and support for TOD. New station entrances and passenger walkways between stations will provide additional opportunities for TOD project sites. Enhanced feeder bus, pedestrian and bicycle access to stations and car sharing programs at stations would further strengthen TOD projects.

## **DISTRICT GOVERNMENT EMPLOYEE METROCHEK PROGRAM**

The Washington region has a very extensive employer-provided transit subsidy program, called Metrochek, for employees' commute to work via transit. All federal government agencies participate under a federal executive order. Many private and local government employers participate as well. As the local government with the greatest proximity of employment sites to the core of the transit system, the District government would be an excellent candidate to initiate a Metrochek benefit program for its employees.

Preliminary estimates indicate that up to one-half of the District's 30,000 employees might take advantage of a Metrochek benefit. Metrochek for District employees might encourage some employees to continue to live in the District, or even to move back into the District, to avail themselves of the greater convenience and access to transit, as well as to contribute to the market base for TOD.

## **FULL IMPLEMENTATION OF SMARTTRIP TRANSIT FARE MEDIA**

The Washington area has an expanding program of SmartTrip electronic stored value smart card for use as a transit fare medium. More than 25% of all Metrorail passengers currently use SmartTrip that can store large values of pre-paid transit fares. SmartTrip cards are capable of reloading value electronically at Metrorail fare collection equipment, including employer-provided Metrochek benefits. In 2003 SmartTrip technology will be introduced on Metrobus, as well as on surrounding suburban local bus operations and commuter rail operations in Maryland and Virginia. Full implementation of SmartTrip will make it even more convenient to travel by Metrorail, bus and commuter rail on a single SmartTrip card, and will even permit calculation of fares at their lowest available amount for frequent transit users on a weekly or monthly basis. SmartTrip technology will make payment of transit fares the most convenient it can be, and almost entirely cash free. Greater convenience and economy of transit fare payment is expected to increase transit ridership considerably.





## IMPROVED TRANSIT MARKETING

Another effective method of increasing transit market share and ridership will be improved marketing of transit service to passengers. This is especially true for bus service, which does not have as strong a market image as Metrorail service. Future marketing efforts to improve bus transit's product identity will include large bus system maps on bus shelters throughout the District, and variable message signs at bus stops with real time information on the time remaining until the arrival of the next bus.

WMATA's RideGuide service, a web site-based information data base for transit users can already calculate the most convenient transit trip itinerary for individual transit passengers. Further improvements will include e-mail advisories to subscribing customers informing them of service changes, and possibly web site information on the current status of operations, including the time remaining before arrival of particular buses at particular stops.

Future Bus Rapid Transit vehicles may be painted with special graphics to provide system identity consistent with each individual route's stations and right of way. BRT applications can be designed to be appropriate to the markets they serve and the identity of their physical surroundings. Improved product identity of bus transit services will lead to greater customer loyalty and to increase ridership.

## DISTRICT-WIDE STREET CLASSIFICATION FOR PLANNING AND DEVELOPMENT

The Task Force has identified both transit stations and transit corridors, as being important foci for transit-oriented development, however as yet "transit corridors" is an undefined concept. In order to identify these areas, it is necessary to identify which streets are most appropriate for transit-priority and pedestrian/bike priority and which should give priority to the efficient movement of automobiles. Therefore it is recommended that a District-wide street classification be made, building off of the existing functional classifications and correlating with proposed Main Streets designations, etc., to define areas to pursue as "transit corridors" and encourage associated development. Best practice US bicycle and pedestrian street design standards, augmented where appropriate by standards in use in the Netherlands, should be employed by the District to enhance priority for non-motorized modes.



## VIII Dedicated Funding For Transit and Transit-Area Planning and Implementation

### OBJECTIVE

Reduce subsidies for expenses related to auto trips, traffic, and parking in the District to provide a reliable and dedicated stream of funds to (a) encourage and support the concentration of uses around transit; (b) encourage the use of transit, and (3) contribute to payment of the District's share of regional transit costs. Also, to capture and recycle transit-created property values so that transit investments can be self-financing and rely less upon higher fares which discourage transit use.

### SPECIFIC ACTIONS FOR FURTHER RESEARCH

(described in detail below)

- Market-based parking fees
- Residential parking permits
- Motor fuels tax
- Joint Development fees/rent
- Transit expansion tax/cost sharing

### ANTICIPATED OUTCOMES

- Greater use of transit
- Source of funds for paying regional transit subsidy
- More "true-cost" pricing system for transportation modes





## PROCESS FOR IMPLEMENTATION

For all potential options, the process would be more or less the same. Resource needs would likely require contracting a consultant to conduct the necessary studies.

- Review possible options as to cost, benefit and feasibility (involve all necessary partners)
- Select options for further study
- Conduct study including market impacts, revenue impacts, management structure, implementation schedule, etc.
- Pursue implementation of recommended actions

Following are potential funding options that could be used to support transit-oriented development around Metro stations and bus transfer centers in the District.

Many of these same sources are already dedicated to the District's payment of WMATA operating funds. Any action to dedicate these revenues to another purpose would require that WMATA notify the U.S. Department of Transportation of this change and may trigger a recertification of WMATA's stable and reliable source of revenues commitment.

To avoid this negative consequence, legislation regarding some of the fees below could be worded so that any surplus revenues, not already required by WMATA operations, could be used for the non-WMATA purposes described – such as to support TOD, affordable housing near transit, etc.



## MARKET-BASED PARKING FEES

- Parking is more valuable close to a Metrorail station than it is farther away. Therefore, metered parking fees charged within two blocks, four blocks, and six blocks distance could become progressively less expensive until, at some distance, they reached the standard rate. The increment over the standard rate would be turned over to District Division of Transportation to defray the cost of bike path and pedestrian maintenance in that neighborhood. The District is currently seeking a FHWA demonstration grant to allow value pricing of parking, which would vary by location and time of day.
- In addition to reducing subsidies at parking meters near Metrorail, there is a need to reduce subsidies to employment parking in general. Data indicates that there are thousands of free and heavily subsidized parking spaces that encourage workers to drive to work. By eliminating free and heavily subsidized parking, the District could:
  - Encourage more use of transit and carpools.
  - Avoid further widening the gap in parking costs between the suburbs and city, a move that might push some households and businesses from the city to the suburbs.
  - Generate additional revenue which could be shared between the need to maintain District streets and the need to maintain transit.

This strategy would require legislative action, such as the Clean Air Compliance Fee Act, enacted by the District Government in the mid 1990s but repealed by Congress before it could be implemented.

## RESIDENTIAL PARKING PERMITS

District residents now obtain residential parking permits at a fixed cost, regardless of how many permits they obtain. Under a revised approach, the first permit would still be available at the standard cost, but a second permit would cost more, and a third permit still more. This would discourage multiple-car ownership in the transit-rich District and ensure that those who contribute the most to parking and traffic congestion pay the most for transportation services. At the same time, households would be encouraged to live near transit because that would enhance the convenience of living with fewer cars.



## PROPERTY TAX MODIFICATIONS

- **Tax Increment Financing** - This would be a tax increment, linked directly to the property value benefit generated by proximity to public transportation service like the Metro. It could be linked to (created with) a Transit District Overlay Zone. In certain neighborhoods there may be a significant increase in new businesses, which may require the addition of bus service to ensure adequate patronage or reduce employee single occupant vehicle use. The tax-increment would decrease with distance from the transit service should property values also decrease (as is typical) over that distance. The tax increment would help pay for the bus service, either producing a "fare-free zone" near the businesses or supporting lower fares on the designated routes.
- **Transit expansion cost sharing** –
  - **Property Tax Surcharge** — The WMATA system has demonstrated that property values increase around transit stations. Property owners around the new New York Avenue station recognized this relationship and recognized that even if they had to share costs to get a transit station, the resulting value added to their property would exceed that initial investment. This model of property owners paying a property tax surcharge to share a portion of the cost of transit expansions could be applied in other parts of the District. Special consideration, however, must be given to the impacts on portions of the District with low market potential (distressed neighborhoods) and their need for new transit service.
  - **Re-Orient the Property Tax to Promote Affordable Development Near Transit** — The primary risk in developing a surcharge on property near transit would be the unintended consequence of discouraging businesses and households from locating in transit-rich environments due to the increased cost. A second undesirable effect would be to make property near transit unaffordable to some businesses and residents. A strategy to combat this is for the District to re-orient its property tax to reduce the tax rate on building values while increasing the tax rate on land values. A lower building tax would make buildings more affordable and encourage the development of boarded-up buildings and vacant lots. The increased tax on land could help keep land prices down. This addresses the key finding about boarded-up buildings and vacant lots near transit. It also meets most of the District Goals mentioned in Appendix I above.

## MOTOR FUELS TAX

This would be a broad-based tax, charged at the pump within the District. The Motor Fuels Tax currently collected is used to provide matching funds for the District's federal highway program. These funds have been declining as the number of gas stations within the District has shrunk.

## JOINT DEVELOPMENT FEES/RENT

WMATA owns significant land areas above and around its stations and facilities. These areas can be used for a wide variety of purposes, including space for concessions, or permanent structures for public services such as Day Care, Police, or Fire substations. All of these uses can produce revenues, which WMATA may retain as "program income." This income would be collected by WMATA and used (as it currently does) to support additional Joint Development projects. Would WMATA be willing to use such revenues to accelerate or foster new TOD around its stations in the District?

WMATA and the District could use Transit Infrastructure Investment Fund (TIIF) revenue to foster TOD strategically at selected stations as long as there is a link to joint development. Current proposals include using the fund for station area planning, community engagement in TOD, infrastructure and public space improvements, and development financing.

